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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 29 August 1951

FROM : Assistant Director, Current Intelligence

SUBJECT: A Program for the Establishment of a Career Corps

1. Reference is made to Paragraph 2 of your memorandum of 7 August on this subject requesting comment and observations respecting the transmitted paper. 6

2. Summarizing the comment of the OCI Staff group who have discussed this matter in the Staff sessions and some of whom have written papers which are attached, it appears to be generally agreed that: 6

a. The objective is worthwhile. 0

b. ~~The possibility of creating a caste system is feared.~~ * 15

c. The treatment of the problems of procurement of professional trainees and of selection of a Career Corps might well be treated separately. 9

d. It is recognized that the details are not fully worked out.

3. ~~Regarding Paragraph 2 b above,~~ *[the possibility of a caste system]* it is suggested that some consideration might be given to provisions which would ultimately admit nearly all employees above GS-9 to the Career Corps. Unless a certain group were blanketed into the Corps at the beginning there might be a difficult transition period. * 15

4. There is evidence of careful thought having gone into this paper. ~~It is suggested that some basic concept might be adopted by which the Career Corps would be composed of men and women of superior ability within a given grade.~~ If CIA is to have a well-balanced team it will need the best people in all jobs from GS-9 up rather than a group of superlative employees qualified for the very top positions only. ~~This concept is certainly compatible with the fact that personal capabilities vary greatly among individuals and that a grade structure as a whole, if properly manned, is the key to team work by a Career Corps.~~ 15

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Assistant Director,
Current Intelligence

Attachments

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Office Memorandum • UNITED STATES GOVERNMENT

TO : DAD/CI

DATE: 29 August 1951

FROM : Chief, Intelligence Staff

SUBJECT: A Program for the Establishment of a Career Corps in CIA

1. This Staff feels that the plan outlined in subject memorandum is desirable in that when it is in full operation, it will provide well-rounded, trained people in key CIA slots. 0

lc X 2. However, no matter how carefully the program is introduced, the implementation will meet with resistance from a sizeable group of those Intelligence Officers not selected for the program. Such opposition might take the form of lowered morale and a wave of resignations or of a more subtle disruption of work. There will inevitably be a feeling of resentment on the part of a good analyst toward a brilliant one who, because of additional training provided by the Agency, has been promoted "over his head." 15

|| 3. Therefore, it may be desirable to remove the element of competition between a Careerist and others until after the Careerist's program is completed. This could be accomplished by carrying Careerists in special Career Corps slots. These slots could be built into the structure of each Office in such a way as to give Careerists responsibility at the desired level. An analogy might be drawn to IAC military assignments where personnel on active duty with the armed forces are assigned to an Office for a specified tour and form an integral part of that Office during their tours, but in no way conflict with the promotional opportunities of civilian personnel in the Agency. 15

4. After the Career Corps program has produced a sufficient number of people to staff the top positions in each Office, it will probably be desirable to revise it to cover positions down to Branch Chief.

|| 5. Two problems are dealt with in this report. First, recruitment of potential Intelligence Officers, and second, the Career Corps program. These should be presented in separate memoranda. 6

Chief, Intelligence Staff

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Deputy Assistant Director, OCI

FROM : Chief, Administrative Staff, OCI

SUBJECT: Career Corps Program

DATE: 29 August 1951

Reference: A Program for the Establishment of a Career Corps in the Central Intelligence Agency.

1. In connection with your request for comments on Reference, I have read the document thoroughly and forward hereby my observations, some of a general nature, some more specific.

2. It is regretted that these comments reach you after the deadline you had set. This is unavoidable inasmuch as Reference document was not made available to me until yesterday afternoon.

3. a. Foremost of my general comments is the observation that the entire matter of security is treated much too lightly. Ever since the organization of OCI, we have been faced with the need for waiving (sometimes virtually compromising) our standards of suprasecurity for special intelligence in order to get people on the job, in order to get into operation.

b. Now when, at long last, our goal of total probity is in sight, it appears that we may be subscribing to a plan whereby ex post facto SI clearance will again become the rule. Both Mr. [] and I feel very strongly that every career applicant or candidate who is intended for OCI, or whose rotational training may conceivably bring him into OCI's area, should be fully susceptible to SI clearance. Selection of applicants during professional infancy and the "steering" envisioned should permit elimination at the source of all risk cases.

4. a. I cannot avoid asking what happens to non-careerists under this program. Every effort to be objective fails, hence I say subjectively that many of us with proven records of performance, with civil service status, and with standing in the intelligence community, will not "make" the career corps. Are we then dismissed? *

b. It is my firm belief that individuals who meet the above three standards should be blanketed in, and that the applicant portion of the career corps should furnish ultimate succession. *

5. I note that linguistically and area-wise, all discussion seems to center around the USSR. This appears to me to be a repetition of [] error which was manifest throughout intelligence agencies. I believe we should ask for specialization in all geographic areas.

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6. There appears to be no guard against piracy of CIA careerists by other agencies. It is wholly conceivable that we could spend time, effort, and money on careerists only to have them snatched away when their value reaches a point of realization. I would suggest a contractual approach to safeguard the Agency's interests.

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7. In keeping with our verbal discussion, I am withholding my more specific criticisms for later submission.

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Office Memorandum • UNITED STATES GOVERNMENT


TO : Deputy Assistant Director, Current Intelligence DATE: 28 August 1951
FROM : Senior Staff Officer, OCI
SUBJECT: Comments on Career Corps Program

1. The general proposal to create an Intelligence Career Corps seems excellent.

a. It offers an incentive in a field which is devoid of the usual compensations of business and professional life, such as, community recognition of achievement, receiving technical training which can be used in other professions, etc.

b. It provides a sound method of selection, training and advancement for qualified personnel.

2. The implementation of the Career Corps program proposed in the paper appears well thought out. In the implementation of many such plans, however, the subjects of the program tend to become "test tube babies", artificially conceived and artificially reared according to a pre-established master plan for the evolution of a master race of intelligence officers. The program, as presented, emphasizes the mechanical steps of testing, selection and training, but throughout the program its functioning must be controlled by men of proven judgment and ability to pick good personnel, train them, teach them to work as a team and, most important of all, instill in them the "esprit de corps" necessary to make them work beyond their normal capabilities.



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Office Memorandum • UNITED STATES GOVERNMENT

TO : DAD/CI

DATE: 27 August 1951

FROM : Chief, Western Division

SUBJECT: Comments on the Proposed Career Corps Program

I believe that the program for the establishment of a career corps in CIA has a great deal of merit and, as a long-term project, will encourage highly qualified individuals to seek intelligence as a career. ○

One weakness, in my opinion, is the limited number of trainee slots available to OCI under the program. It would appear desirable to have at least one such slot in each section of each geographic division--making, for example, nine slots in this division alone. ○

Possibly this is excessive, but certainly a minimum of one per branch would be more satisfactory than four for the entire office. ○

* Also, I believe that in the initial years, until the career conception is developed, age limits should not be too rigidly adhered to in the GS-9 --GS-13 bracket. * ○ (15)

With our present T/O it would be difficult to take advantage of opportunities for outside training for our analysts, but in theory I believe it highly desirable that analysts have area experience. ○

I also believe that additional universities might be included in Appendix "B", for example, Syracuse University, which has an excellent school for Latin American research. ○ (3)


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